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19 April 1975*

MEMORANDUM FOR: Staff and Division Chiefs, Office of Personnel

SUBJECT : Revised Personnel Program

1. Attached is a draft staff study outlining a proposal for revising our Personnel Program.
2. I have discussed the matter with the Deputy Director for Support and he is in general agreement with the concept outlined.
3. I am planning to present this revised program at the next Assistant Directors' Meeting in two (2) weeks.
4. In order to complete the necessary staff work I am appointing a Task Force composed of the following:

Chief, [REDACTED]

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The Task Force Chief may select such additional personnel as he deems appropriate to carry out this task. All assistance is to be given to completing this assignment on schedule.

5. Your comments and suggestions are requested and should be submitted to me by close of business 23 February 1975.

Harrison G. Reynolds  
Director of Personnel

Attachment:  
Draft Staff Study

DOC	2	REV DATE	22-6-81	BY	006199
ORIG CLASS	5	PAGES	4	REV CLASS	C
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1. PROBLEM:

To develop a Personnel System which will: (1) enable the Agency to utilize fully its personnel resources in accomplishing our mission; (2) provide adequate compensation to attract, retain and reward employees; (3) enable the assignment of employees in various types of work which will increase their usefulness and value to the Agency; (4) recognize the proper jurisdiction and responsibilities of the various Career Boards; (5) reduce duplication and unnecessary review, processing paperwork and delays required to effect personnel actions; (6) establish adequate check-points and controls which will insure that actions taken by various officials are consistent with Agency policy and requirements with respect to qualification, classification and budgetary and other requirements; (7) provide sufficient flexibility for operational offices to meet changing requirements with a minimum of administrative overhead; (8) increase the overall competence and effectiveness of Agency personnel.

2. ASSUMPTION:

Such program should utilize existing facilities, concepts and techniques so that its installation would not unduly disrupt the Agency operations.

3. DISCUSSION:

The Agency Personnel Resources will be divided into five main classes and within the percentage of total strength indicated:

30% Clerical  
Jr. Technician

GS-3 to GS-6  
\$2950 - 3795 Base

Class V

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30% Assistants Technicians Analysts	GS-7 through GS-10 \$4205 - 5500	Class IV
30% Officers	GS-11 through GS-13 \$5940 - 8360	Class III
9% Executives and Experts	GS-14 - GS-15 \$9600 - 10,800	Class II
1% Sr. Executives	GS-16 - GS-18 \$12,000 - 14,800	Class I

- a. The Office of Personnel will review, qualifications test, assess, orally examine or otherwise ascertain applicants' qualifications for initial appointment to a particular class.
- b. Within a particular class, and in the same line of work Career Service Chiefs will be delegated authority to reassign and promote employees within their jurisdiction without prior Office of Personnel approval but subject to spot-check or post-audit review for compliance with established qualification and classification standards. Such authority may be re-delegated to Station Chiefs at the discretion of the Career Service Head.
- c. Promotion of employees to a higher class will be subject to oral interviews, audits of present assignment and the same general Office of Personnel review as for initial appointment.
- d. T/O's will be developed within a general framework broken down to the Branch level to indicate the ceiling or number of employees in each class, i.e.;

  
1. Sr. Executive - Class I  
3 Executives - Class II

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- 6 Officers - Class III
- 6 Military - Field Grade
- 6 Assistants - Class IV
- 6 Clerical - Class V
- 4 Contract Clerical

A change in the number of employees in each class would require higher office or Directorate approval including that of DD/S. Each Branch, Division or Station would have an average salary ceiling within which personnel actions would be limited.

- e. Position Inventories and Reports of Employees and similar listings would be based upon the employees present title, grade and class. Offices would certify that assignments are within their T/O and salary ceiling, subject to post audit review.
- f. Offices would be scheduled for periodic classification survey of the actual level of performance of incumbents of T/O positions, with recommendations as to action necessary.
- g. Classification and qualifications standards would be developed for use of operating officials in taking day-to-day actions and as the basis for classification surveys.
- h. There would be established an Agency-wide Career Service for Class V employees which would be under the jurisdiction of the Office of Personnel which would retain full authority to appoint individuals for this Class.  
  
Employees would not be transferred out of this Career Service while in this Class, except in the case of highly specialized Technicians.